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Acronyms

ACCA	Association of chartered Certified Accountants			
ADP	Aridland Development Program			
AEE	African Evangelistic Enterprises			
CBF	Community Based Facilitators			
CBS PEWOSA	Central Broadcasting Services – Project to Empower women through Saving Association			
CEFORD	Community Empowerment for Rural Development			
CMSG	Community Managed Saving Groups			
CV	Commercial Village			
ECCD	Early Childhood Care and Development			
ECCE	Early Childhood Care and Education			
FaaB	Farming as a Business			
HPTV	Holy Trinity Peace Village			
ISSD	Integrated Seed Sector Development.			
MoGEI	Ministry of General, Education and Instruction			
MPDI	Masai Pastoralist Devote Initiative			

NGO	Non-governmental Organization			
NOK	Norwegian Kroner			
NTTI	National Teachers Training Institute			
OCODE	Organization for Community Development			
SAADO	Smile Again Africa Development Organization			
SEMA	Sustainable Environment Management Action			
SF	Stromme Foundation			
SFEA	Stromme Foundation East Africa			
TVET	Technical and Vocation Education Training			
ТоТ	Trainer of Trainers			
TST	TVET Support Team			
UNICEF	United Nations International Children's Education Fund			
WAV	Women Aid Vision			



2019 **Highlights** in numbers

SOUTH SUDAN

- ECCE- 738 pupils enrolled in ECCE
- **BONGA 592** adolescent boys and girls enrolled for Bonga program.
- TVET 205 youth enrolled for the vocational training program

KENYA

- ECCE 8,904 pupils enrolled in ECCE and 100 parents were sensitized on quality education and learning.
- **BONGA 186** adolescent girls enrolled for Bonga program.
- CMSG- 856 CMSG members with viable Income Generating activities/enterprises.

UGANDA

- ECCE 10,215 pupils enrolled in ECCE and 3048 parents were sensitized on quality education and learning education issues. 36 caregivers trained on community child care
- BONGA 1,150 adolescent boys and girls enrolled for Bonga program.
- CMSG- 393 CMSG members with viable Income Generating activities/enterprises.
- TVET 464 youth enrolled and completed the vocational training program

TANZANIA

- ECCE 7,132 pupils enrolled in ECCE and 850 parents were sensitized on quality education and learning.
- BONGA 698 adolescent boys and girls enrolled for Bonga program.
- **CMSG 539** CMSG members with viable Income Generating activities/enterprises.
- TVET 274 youth enrolled for the vocational training program







Message from our Regional Director

This is the first time that we had the Strategic plan launched across the different regions at the same time. As East Africa region, it was an honor to host the launch.

The year started off on a busy note for the organization and progressively into the implementation of our Strategic Plan for the period 2019 to 2023. On the 18th of January 2019, the General Secretary – Tina Sødal got us to a great start as she launched our Strategic plan 2019 -2023, with all regional Offices and Staff at KRS watching and listening in via skype. This is the first time that we had the Strategic plan launched across the different regions at the same time. As East Africa region, it was an honor to host the launch. We thank the Communications Department in Kristiansand who ensured that we had summarized global Plans ready to share with all staff. The Strategic Plan comprises of three thematic areas; Strong Civil societies, Inclusive quality education, and Creating livelihoods & job opportunities.

2019 was a year for partners capacity enhancement and preparation to turn every Kronner on programs into the greatest possible income gains for our programme beneficiariesthe people we work with in the East Africa region.

Therefore, it was a momentous year for Stromme Foundation East Africa. We empowered 354 partners' staff with knowledge and technology to deliver quality projects to the doorsteps of more than 32,788 poor people. It was also the first year we embarked on a more ambitious plan with our partners to "mainstream" the key crosscutting issues of ensuring that people living with disability, climate change adaptation challenges and gender based violence issues are systematically and collaboratively addressed moving forward.

We engaged different stakeholders in areas of innovative research, learning, advocacy and Financial Transparency to enhance programme and accountability capacity of our partners.

A memorandum of Understanding was signed with Makerere University for innovative research, Haki Elimu for policy Advocacy and Influencing, and Association of Chartered Certified Accountants (ACCA)-Uganda for Financial Transparency.

This was done to deepen collaborations and support for our partners by setting the stage to influence the wide economic inclusion from our evaluation studies. We are a region that is fanatical about analysing data— both our own and external. So, a big focus for us in 2020 is heightening how we leverage those insights to optimize the impact of our programs. To that end, we have focused on increasing research and evaluation of our projects, sharing learnings, supporting advocacy and strengthening networks and collaboration.



The Strategic Plan comprises of three thematic areas; Strong Civil societies, Inclusive quality education, and Creating livelihoods and job opportunities.



O1 Who we are

romme Foundation (SF) is a Norwegian based international development organization that has, since 1976, worked to help people in Asia, South America, West and Eastern Africa get out of poverty. SF Head Office is in Kristiansand, Norway. The organization currently works in 13 countries including Kenya, Tanzania, Uganda and South Sudan which are under Stromme Foundation Eastern Africa (SFEA).

SFEA with regional office in Kampala, implements education, livelihoods and civil society strengthening programs in remote and hard to reach areas of Uganda, Tanzania, South Sudan and Kenya.

SF works with local non-governmental and community-based organizations. Program sustainability is ensured through a community led participatory approach. Community participation, respect and the dignity of the beneficiaries are at the core of program success. Our support for the poor and vulnerable remains inspired by Christian values that our Founder, Pastor Olav Kristian Strømme, always held dear.



Vision

A world free from poverty



Core values (What we value)



Dignity

We believe in the inherent and inalienable rights of every person. To SF, this is the most important human right from which all other fundamental human rights derive.



Justice

We have a drive to fulfil not only legal, but also social rights of communities and individuals, in creating a more just distribution of society's resources and power.

Solidarity



We empathically identify ourselves with the plight of marginalized and discriminated groups.

Our Approaches

Rights-based approach

Strømme Foundation employs a Rights-based approach in programming to ensure meaningful and systematic inclusion and empowerment of the most vulnerable. It takes the side of people who suffer injustice by acknowledging their equal worth and dignity. SF recognizes the poor not as beneficiaries, but as active rights holders and establishes corresponding duties for duty bearers against whom the claims can be held. One of the ways in which we do this is by identifying and utilizing the potential and strengths of the community.

Partnership model

Communities are the legitimate long-term implementers of sustainable development programs. We do not implement directly in the field, but rather engage local based carefully selected Non-Government Organizations (NGOs) as our implementing partners. We focus on building partner and community capacities to be effectively involved with their own development for achievement of sustainable results in poverty eradication.





Launching the new Strategic Plan 2019 – 2023

It's a great pleasure that we successfully launched and began implementation of our new strategic plan 2019 – 2023 on a right course!

We believe and are greatly convinced that this strategic period is an opportunity like no other to support the underprivileged and vulnerable communities through our different programs in education and livelihoods to contribute to our vision "A world free from poverty".

The overall strategic goal is Improved quality of life for the less privileged people in poor and hard to reach communities of the East African region through promoting strong societies, right to inclusive and quality education and improved livelihoods and job opportunities. We have an overarching ambition to help the poorest and most marginalized, regardless of their religion, ethnicity, gender, and disability so that they can take charge of their own lives. Our focus is based on three thematic areas;

- 1. Building strong societies
- 2. Ensuring inclusive quality education
- 3. Creating livelihoods & job opportunities

Highlights of our **2023 Ambition**



Funding our ambition

With only 60% secured funding for our current budget, SFEA has the goal to raise about one million dollars each year in order to be able to meet our targets. Part of the breakthrough fundraising strategic plan is hinged upon private sector to meet about one million of the identified gaps. Stromme Foundation plans to build partnerships within the region with various institutional donors

as well as the private sector. Strong emphasis is being put on increasing the Strømme Foundation brand's visibility in the region to improve SF brand awareness especially among potential funders and collaborators.

Progress made in our programming





Inclusive quality education for disadvantaged groups

Key Facts

- 47 Pre-schools supported to reach 4,863 children (2,533 boys and 2,330 girls)
- 4 ECCD centers constructed
- 36 ECD caregivers and primary teachers trained on Early childhood development
- 54 primary schools supported
- 22,126 children enrolled in primary schools (11,568 boys and 10,558 girls)
- 350 teachers enrolled for Teacher training.
- 149 students completed teacher training
- 89 Bonga centres established and 2,626young people trained in life skills.
- 623 trained as Bonga Support Team members.
- Established I Pilot Alphabet King learning lab.

ECCE Facts

- 4 ECCD centers constructed
- 47 Pre-schools supported and 4,863 children enrolled in pre-schools (2,533 boys and 2,330 girls)
- 54 primary schools supported and 22,126 enrolled in primary schools (11,568 boys and 10,558 girls)
- 36 teachers' capacities built on Early childhood development



ECCE – Support to Pre-school and Primary schools

In the 2019-23 strategic plan, SFEA took a strategic focus on preschool and lower primary school (grades 1-3). This is meant to provide a strong foundation for children and prepare them for lifelong learning. SFEA's approach to ECCE is three-pronged with a focus on the learning environment, teacher skills and community participation in ensuring access to quality education. In order to make sure every child survives and thrives, SFEA, continues to support an integrated and holistic approach to child survival, growth and development.

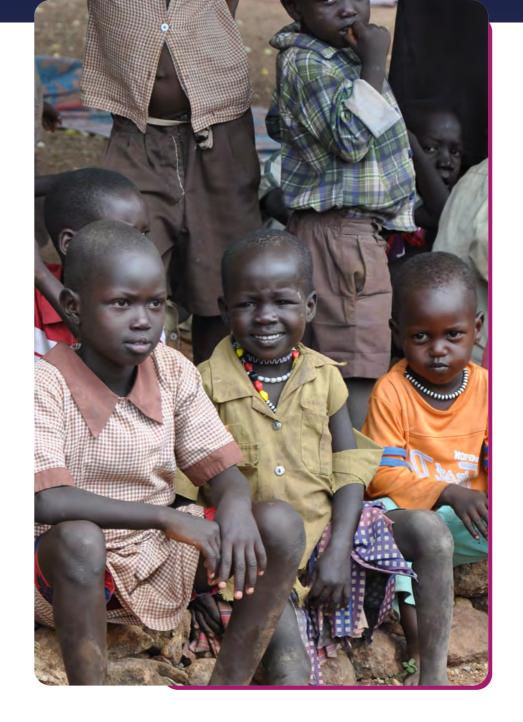


n Kuron South Sudan, 2 new ECCE centres (Nabukuse and Matara in Toposa land) were established in locations where there were no schools in the history of those communities. This was as a result of the recommendations made in an earlier study conducted where the community was found to have low cultural attachment to child education.

These new ECD centres have provided an opportunity to 247 children (117 boys, 130 girls) to enter the school system in a hard to reach area. Long distances coupled with few schools (one) are limiting factors to access to a quality education to pupils in Kuron.

A total of 36 teachers and caregivers' skills and competencies were built on developing locally available, age appropriate teaching and learning materials, which has supported the establishment of talking classrooms that has stimulated active learning resulting into better learning outcomes.

Community awareness on education and parenting sessions were conducted and these have supported parents and guardians to gain skills and knowledge on how to support the development (including care, learning, and protection) of children from birth up to when they are 8 years of age. Through Baba clubs, fathers are increasingly getting engaged in supporting children with education needs. This has resulted into an increase in community contributions to education initiatives. To date, up to 50,316,000 UGX has realized as community contributions to ECD constructions.



Teacher Training

Shortage of trained teachers remains a dire challenge to access to quality primary education. This is why SFEA is keen on ensuring teachers' capacities are developed and caregivers are equipped with pedagogical skills.

- SFEA enrolled 360 teachers (297 males, 63 female) in the three supported NTTIs of Rombur, Maper and Maridi in South Sudan.
- In the three NTTIs, 149 students (129 males, 20 female) completed teacher training.

Key results from the high-quality teacher training provided:

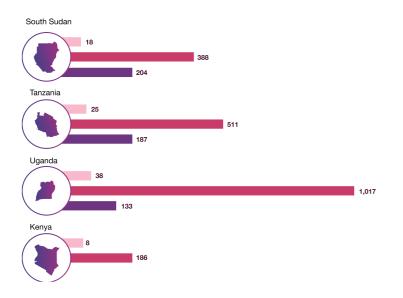
- Some of the former students were deployed as invigilators of the South Sudan primary leaving certificate.
- Others appointed as grade 7 inspectors.

- Some graduates were appointed as head teachers and others retained as fulltime teachers at the schools they had done School Practice.
- In Rombur trainees who graduated in 2019 where promised jobs by an NGO immediately after completing their school/ teaching practice in October.

Through Baba clubs, fathers are increasingly getting engaged in supporting children with education needs.



Fig 2: Bonga Outreach



	SOUTH SUDAN	TANZANIA	UGANDA	KENYA
^				
Bonga Centers	18	25	38	-
Girls	388	511	1,017	186
Boys	204	187	133	8

Bonga

In 2019, all partners in Uganda, South Sudan, Kenya and Tanzania implemented Bonga. In these 4 countries, 120 (29 male and 91 female) animators, supervisors and partner staff participated in basic Bonga TOT training which consequently led to establishment of 89 Bonga centres (17 boys' centres and 72 girls' centres. 2,626 (524 boys, 2,102 girls) participants successfully finished the life skills and awareness phase of Bonga and underwent different vocational skills training which included; tailoring, hair dressing, motorcycle repair, piggery, Barber shop, weaving and knitting, electrical installation, welding and

metal fabrication, masonry, carpentry and bakery. As a community contribution and for purposes of ownership, 623 (356 female and 267 male) Bonga Support Team (BST) members were selected from respective communities and trained to manage the Bonga centres and ensure that activities at the centres run without any interruption.



Economic Inclusion

Key Facts

- 10 Commercial villages established.
- 1,600 active farmers reached (63% female).
- 49% premium price enjoyed through bulk marketing.
- Linkages with Makerere University and ISSD established.
- 943 youth reached under vocational skills training.
- 36 Community Vocational Skills Training Centres established.
- 180 volunteered as TVET Support Team



Community Managed Saving Groups (CMSG).

During the year, ToT sessions in the CMSG methodology were conducted for partner staff and subsequently to community-based facilitators (CBFs). This led to community mobilization and sensitization of the program, formation of new groups and training. 12,701 members (78% Females) in 496 groups (203 Uganda,101 – Tanzania, 77 - South Sudan, 95 - Kenya) were reached are currently saving and borrowing from their savings .

In South Sudan, business capacity building training in Business skills was conducted for partner staff as a training of trainers (ToT). CMSG members were equipped with business skills. Partner staff in South Sudan also received training on the Savings Groups Information Exchange (SAVIX MIS) and have started tracking group performance. The same training was later rolled out to Uganda and Tanzania partners.



Commercial Village Facts

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- 1,600 active farmers reached (63% female)
- 49% premium price enjoyed through bulk marketing
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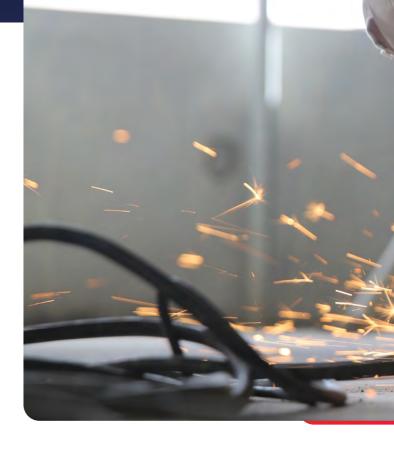
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Farmers selling together were getting a premium price of about 40% above the farm gate price.

Commercial Village (CV)

The CV model is aimed at promoting increased production and market access for smallholder farmers. During the period, SFEA alongside its partner (COVOID) in Western Uganda consolidated achievements from the pilot phase and scaled up to cover 10 commercial villages. Commercial villages were established from mature CMSG groups to promote sustainability after project phase out. The major value chains promoted included commercial crops and food security crops.

Farmers' structures have been strengthened to sustain the impact. Farmers are now better organized with sustainable market linkages and value addition techniques to fetch better prices from their produce. They enjoy market linkages with major buyers from the city and a banana value addition factory for output market. Farmers selling together were getting a premium price of about 40% above the farm gate price. Groups partnered with Integrated Seed Sector Development (ISSD) program and Makerere



University for seed (beans and soya beans) multiplication. Farmers were engaged in valued addition - processing wine from bananas. SFEA rolled out the CV model in Singida, central Tanzania guided by the value chain mapping study conducted to guide the roll out strategy.



Technical and Vocation Skills Training (TVET)

The Stromme Foundation TVET model employs a community-based approach called Community Vocational Skills Training (CVST). The program targets youth to acquire skills relevant in jobs creation and job market penetration. The intervention was implemented by 10 partners in the 3 countries of Uganda, South Sudan and Tanzania. SFEA organised 2 TOT trainings for

TVET Animators, Supervisors and Programme Officers in Uganda and Tanzania. 56 (34 male and 22 female) participated in the basic (training of trainers) TOT training which resulted in the establishment of 36 CVST centres across the 3 countries. During the year, all the 10 partners enrolled a total of 943 (462 female and 481 male) participants in the 36 VST centres.

The establishment of CVST centres encouraged 180 members of the community including parents, religious leaders, and local leaders to volunteer as TVET Support Team (TST). The TST monitored youths to ensure that they finish the training successfully.

For purposes of integration of the different programs, 282 participants created community Manged Saving Groups (CMSG) with a major purpose of saving to grow their capital to start their trades that are supplemented by SFEA's start-up kits. The 943 youths were attached to different local artisans and underwent vocational training on different trades including hair dressing, electrical installations, motorcycle repairs and maintenance, bakery, beading, masonry, carpentry and joinery, hair dressing and; welding and metal fabrication.



Building Strong Civil Societies

Key Facts

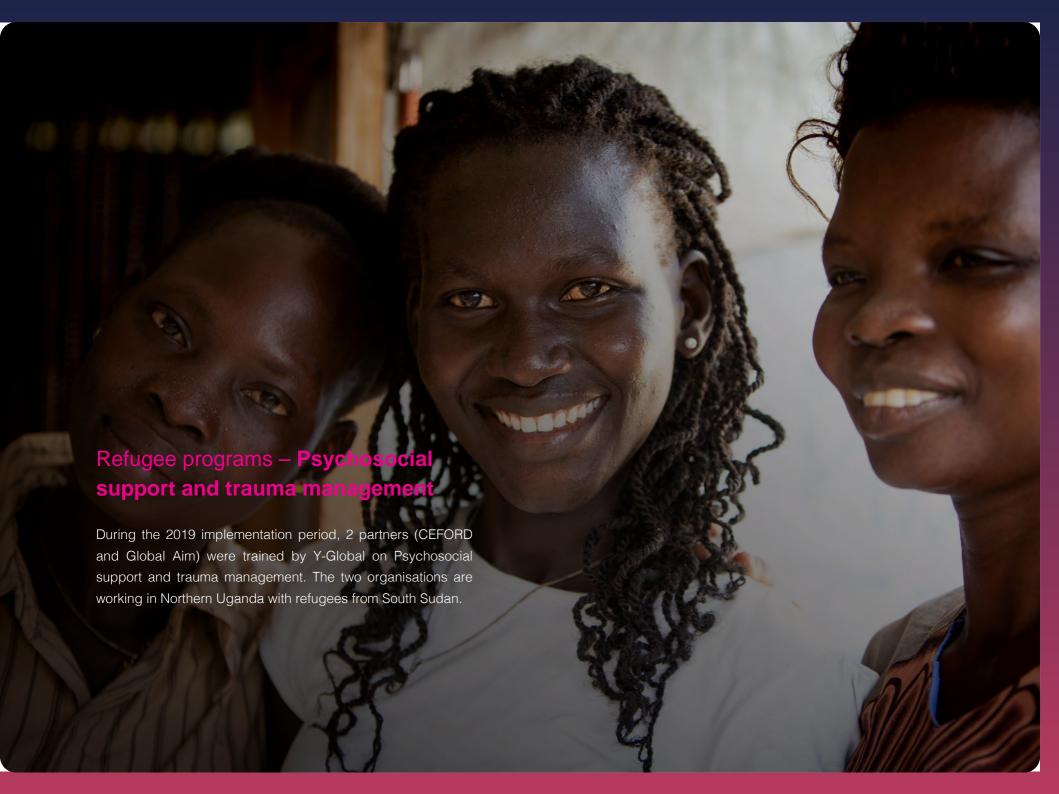
- 15 partner Organizations had their capacity built.
- 5 grassroots groups were supported to claim their rights.
- 3,101 advocacy campaigns were conducted or joined
- 6 strategic networks were formed or joined.

Several trainings were conducted by partners in their respective communities on their rights and responsibilities. Anti-corruption, budget and policy monitoring has resulted in increased voice and participation by communities in program activities. This resulted into the formation of community-led accountability forums that are responsible for monitoring activities, engaging duty bearers, partners and SF to provide accountability to the communities.

A community in eastern Uganda was able to demand the Resident district commissioner to change the leadership of the anti-corruption committee at the district level which was very corrupt in all its dealings.

Partners also completed stakeholder mapping in order to identify the different actors in relation to power and influence on the programs.

Partners trained local government representatives at district, subcounty, ward and parish levels on the rights of the Rights holders. This will enable local government to be more responsive, accountable and participatory in the planning processes and proactive to deliver services as planned. This has also smooth implementation of program activities through which communities are highly integrated/involved with the interventions which increases ownership and sustainability of the programs.





Transformations made in the lives and communities we serve

How COVOID is adding value to farmers' garden produce for better market prices -**Everisto's story.**

"I learnt skills in banana plantation management, marketing strategies, budgeting, bookkeeping which I did not know before."

veristo says. Now Everisto is selling 10 bunches of bananas every week and each is sold at 20,000 Ugandan Shilling, about 51 NOK, and 200,000 Ugandan Shilling, about 510 NOK. Everisto and his savings group collect their bananas together so that they can have strong bargaining power. Everisto has joined two savings group and saves 30,000Ugandan Shilling every week, about 76 NOK. Bagambe's family savings have increased in one year. He joined the savings in February 2019.







Everisto has also bought a goat using 90,000 Ugandan Shilling, about 229 NOK from his banana sales. In August 2019 when Everisto's shared out and I got 800,000 Ugandan Shilling, about 2040 NOK, topped with cash at hand of 200,000 Ugandan Shilling, about 510 NOK and bought a land at 1,000,000 Ugandan Shilling, about 2,549NOK. He is also able to pay school fees for his children and he has no outstanding debt. Bagambe and his family live a much easier life. They have continued to save and improve their banana garden and earn more money from the banana sales.



Kizugu village receives first of its kind ECCE Centre. A dream of a community school comes true.

It was a difficult environment and children could not interact with play and learning facilities because it was the only environment available to support the children's education in Kizugu village.

From being a community without a school to having the best school building in the community has been a dream come true for the people of Kizugu village. "We kept dreaming to have a learning centre for our children who suffer walking long distances of 10 to 12km one way every day." Says Amos Ntadu, the Kizugu village Chairperson. Amos notes that every day, the children of Kizugu village are faced with a lot of difficulties; such as, crossing long and wide river streams and bushes to reach their schools, which are farther away from the community. "Before the new building was constructed, our children were studying from the church and also under the tree outside the church so they could have a shade on a hot day." Amos adds. It was a difficult environment and children could not interact with play and learning facilities because it was the only environment available to support the children's education in Kizugu village.





The ECCE centre constructed by SEMA with financial support from Stromme Foundation will accommodate 120 pupils to solve the challenge of lack of learning classrooms. "The new improved infrastructures will attract more pupils to come to school and serve more vulnerable children within our community to acquire quality education." says Ndantu, a community volunteer teacher. The learning centre will attract parents to bring their children to school. Children between the ages 3-5 years old will access quality education. The learning centre is nearer compared to other schools, where children have been walking about ten to twelve kilometres every day, taking them two to three hours to reach school. "As a community, we are very happy to be supported with this learning centre because it will save our children from discouraging long distance walks especially in the rainy seasons. Our children will attend school more regularly throughout the year. Their grades will improve." Says Omari Hamisi, a parent whose children attend class at the learning centre. "On behalf of myself and my fellow community members, I thank SEMA and Stromme Foundation for their support in constructing this learning centre here in our village. With your own will, you saw the



We kept dreaming to have a learning centre for our children who suffer walking long distances of 10 to 12km one way every day.

need for supporting our children with a place they can come to study. This shows us how you value the education for all." Frank Masanja, the Chairperson of the construction committee adds. Currently the centre has already enrolled 167 children which is twice the number of the previous enrolment of only 87 pupils. The biggest need in the village, which was to have a children's learning centre is now a dream fulfilled, for the people of Kizugu village. This was made possible by SEMA in partnership with Stromme Foundation.





How Bonga is helping teenagers venture in safe money-making activities – **Poni Scovia's story**

Poni Scovia says she makes about 150,000 Ugandan Shilling, about 459 NOK, from making dresses and school uniforms.

Poni Scovia, 18 thought that getting married was a good way to escape from living her drunkard, violent father. When her parents separated, Scovia was left confused about how her future would turn out without both her parents. Her dream was to see her parents live together happily but that did not happen. When she got married at 16, life became even harder and she returned to her father's house. Scovia had to live with her father and three younger siblings when her mother left their home. When her father would get drunk, he would become violent. Scovia felt unloved and regretted life. When war broke out in South Sudan, her family migrated to Uganda for safety and settled in Palorinya Refugee Settlement, where she encountered the Bonga girls' empowerment program. When she joined the program, she was shy and had almost given up on life.

She met other girls and she realized that she could make friends. Today, Scovia has many friends. "I love to laugh with my friends." She says. To Scovia, laughter is one of the things she enjoys. It has helped her to bond with her friends whom she met in the Bonga class.

"I was afraid to speak in public but after joining Bonga, I am bold, and I speak to people in public. I speak before the gathering of my fellow Bonga girls. I feel good about myself. I love myself." Scovia reveals. Before joining Bonga, Scovia woke up discouraged every morning. She did not care to clean up or organize her home. When she joined Bonga, she learned that hygiene matters. Today, she bathes every day, and cleans up the house and utensils with soap and water.

"It feels good to be in a clean place." Scovia says with a chuckle. Scovia also attended the tailoring class where she learned to make skirts and dresses with the sewing machine. After completing her tailoring course, she was one of the girls that given start up as a group. Today, Scovia is an esteemed tailor. In a good month, Poni Scovia says she makes about 150,000 Ugandan Shilling, about 459 NOK, from making dresses and school uniforms. She is happy to operate a sewing machine to make clothes for herself and for sale.





06 Our operations

s we kicked off the new strategic direction, it was of key importance to add the existing staff strategic positions to ensure we effectively achieve our overall goal as an organization.

In order for the organization to effectively grow its visibility for strategic partnerships and funding opportunities, a fully-fledged Business Development and communication unit was instituted with recruitment of the technical roles of a Business development and communications manager and communications and public relations officer to add to the already existing role of donor liaison.

The Organization also brokered a partnership with the Association of Chartered Certified Accountants of UK and were registered as an approved ACCA employer with a mandate of running an approved ACCA trainee programme. The first cohort of ACCA trainees were recruited in December 2019.

The Trainee programme is designed to fill the staffing gap that has previously constrained the setup of a more vigorous control environment while at the same time providing the trainees with an opportunity to gain the pre-requisite 3 years' experience they require to qualify as fully chartered Accountants.



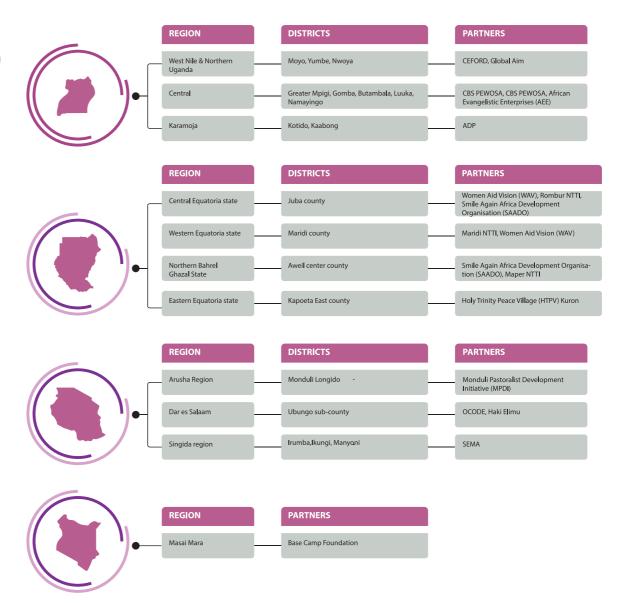
"One of the Touching stories for us was one of Teacher Sarah, a beneficiary under CBS-PEWOSA driven by her passion to educate less privilege children, who used her savings from her saving group to start an ECCD centre for the unprivileged children in her community." Said one of the Norwegian influencers."







Our geographical locations and the partners we work with



Our Finances at Glance

		Notes	2019 Ushs'000	2018 Ushs'000
1	OPENING BALANCE	110,00	00.10 000	00110 000
1.1	Bank balances		1,076,668	2,114,943
1.2	Cash in hand		509	982
1.3	Advances and prepayments		1,136,938	884.925
1.4	Creditors and accruals		(1,897,584)	(947,289)
	Total opening balance		316,531	2,053,561
2	INCOME			
2.1	Grants from Stromme Foundation - Norway	3	16,127,496	12,421,751
2.2	Grants from Fredskorpset	3	137,935	685,334
2.3	Grants from Lakarmissionen	3 3 3	224,728	1,185,937
24	Grants from DFID	3	2.00	196,224
2.5	Grants from Eriks Foundation	3	374,031	1,010,724
2.7	Other Income	4	140,620	97,607
	Total Receipts		17,004,810	15,597,577
	Total Fund (1+2)		17,321,341	17,651,138
3	EXPENDITURE			
3,1	Project expenditure (Specification in note)	5	13,922,381	17,334,607
4	CLOSING BALANCE			
4.1	Bank balances	6	3,185,848	1,076,668
4.2	Cash in hand		769	509
4.3	Advances and prepayments	7 8	1,603,132	1,136,938
4.4	Creditors and accruals	8	(1,390,789)	(1,897,584)
	Total Closing Balance	-	3,398,960	316,531
	Total Fund (3+4)	2	17,321,341	17,651,138

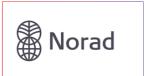
Regional Director



The success of our programming in 2019 would have never progressed the way it did, if it hadn't been for our supporters who have diligently believed and supported our work through funding and walked alongside our work in ensuring that we eradicate poverty. We appreciate the partnership and remain committed together to serve vulnerable communities out of poverty. Our supporters include; Institutional donors, charitable organizations, private companies and Gap schools from Norway.

Our funding partners include

Norwegian Agency for Development Cooperation



Nordic Climate Facility



Norec – Norwegian Agency For Exchange Cooperation



Eriks



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